

Humanic Resources

Human Resources
in the era of AIs
and Humanoid Robots.

[SAMPLE]

By Jimmy Pons & David Vivancos

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Foreword

By José Amoretti

Managing Director of People & Culture

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When I observe the speed at which the world of work is evolving, I am absolutely convinced that we are living through a moment of profound change, in which technology is playing an increasingly prominent and important role, both in our professional and personal lives.

Professionally, we are undoubtedly at a turning point where organizations have the opportunity to redefine their relationship with people. It is not just about adopting new technologies or updating processes. It is about returning to what truly matters: trusting human talent and building cultures that allow that talent to flourish. That is precisely what this book proposes for the future of Human Resources.

At ING, for years we have championed a model built around three values that are not a slogan for us, but a genuine way of working and relating to one another: **Freedom, Responsibility, and Trust**. These values guided us when we became the first large company in Spain to declare a flexible working model, even before the pandemic. And today, they continue to be the driving force behind a culture that puts people at the center, without giving up excellence, results, or innovation.

However, freedom only works when it is balanced with **responsibility**. At ING, we have a way of working where “it’s not just about what you do, but also how you do it.” What you deliver and achieve is undoubtedly important, but if it is not accompanied by an appropriate, fair, healthy, and team-oriented how, its value may be diminished. This requires commitment, focus, discipline, and a deep understanding of the impact each person has on the customer, on their team, and on their own environment.

Our flexible model is sustained because every decision about whether it is better to work remotely or from the office is made based on a simple yet powerful decision triangle. At the top vertex, we answer the question: **What is best for the customer?** At the bottom right: **What is best for your team?** And at the bottom left: **What is best for you and your environment?** When these three answers are aligned, decisions become coherent, agile, and sustainable.

And none of this would be possible without the third value mentioned above: **Trust**. That invisible force that enables flatter structures, more honest conversations, and more autonomous teams. When we trust our **people**, something extraordinary happens: results improve. And not by chance, but because people perform better when they feel heard, respected, and valued.

In this context, **technology is not a threat**, nor should it be a substitute for humans; **it is an opportunity** to free people from repetitive tasks and allow them to devote time to what truly generates value: thinking, creating, connecting, collaborating, anticipating, and innovating. The future of work is not about choosing between people or technology, but about learning to unite both dimensions with wisdom and balance.

As leaders, we have an enormous yet beautiful responsibility: to create the conditions within each work environment so that every professional can bring out their best version of themselves, supported by technology. I hope this book inspires many people and organizations to move toward that virtuous circle—a **future where technology amplifies our potential as human beings, and where every professional can grow with**

freedom, assume responsibility with pride, and feel the trust needed to give their best in an ever-changing environment.

This book offers a bold, honest, and deeply human perspective on the **future and transformation of the people function**—an area that must be consolidated for what it truly is: the cultural and strategic engine of any organization. These pages invite us to embrace new forms of leadership, new skills, and new ethical frameworks. And above all, they remind us of something fundamental: organizations only thrive when their people thrive; and people only grow when they never stop learning.

And as a final note, let us remember that we are not discovering anything new. As Heraclitus of Ephesus said no less than 26 centuries ago: **“The only constant is change.”** And change is precisely the greatest opportunity we have right now, as people and as professionals.

Enjoy the reading—and never stop learning!

José Amoretti

Introduction

(JP) Just a few years ago, the idea of building organizations based on a Human-Centric Culture—focused on both the internal and external customer—seemed to me the most innovative horizon in people management. Back in 2019, I wrote about it on my blog, and I even had a book in mind that would explore the shift from a Customer-Centric to a Human-Centric approach. However, the rapid emergence of Artificial Intelligence from 2022 onward, together with advances in robotics and projections confirming their fast social adoption, has completely changed the rules of the game. Today, publishing a book focused solely on that approach would fall short: technology is no longer merely a support function, as it was when I was working on the Human-Centric Culture project. It has now become a central actor, transforming the way we work, relate to one another, and understand the very concept of “employment.”

The challenge we now face is no longer only technological, but deeply human: what role do people play in a world where machine intelligence and humanoids are growing and expanding at an unprecedented speed? This question gives rise to the concept of Humanic Resources: humans and machines (RRHM)—a rethinking that places the human at the center, not as a slogan, but as an evolutionary strategy. Narrative irony serves as our mirror: from the Enterprisaurus, who denies change, to the Tortusarian, who recognizes it but moves with the heaviness of rigid, non-agile structures. Both are ultimately surpassed by the figure of the Lynxarian, capable of integrating agility, humanity, technology, and sustainability into a single flow. Therefore, it is no longer enough to focus solely on the human; we must think in terms of the humanic concept.

To guide this journey, the book proposes the framework of the five human intelligences as an essential compass. Cognitive intelligence alone is no longer sufficient; we need to broaden our perspective to include new emotional, social, economic, and spiritual intelligences that allow us to navigate the convergence of humans and machines without losing what makes us unique—together with the multiple artificial intelligences (see the chapter Getting to Know the AIs), which are in constant evolution and which every leader must rely on to amplify human intelligence.

In this context, the role of the CEO and the Head of Human Resources takes on renewed prominence. Handing the reins to the human dimension is not a romantic gesture, but a strategic decision: any company that wants to survive in the era of AI will have to reinvent its foundations, designing a business culture rooted in innovation, mindful of the essence of the human, and projecting triple sustainability alongside advanced technological development in continuous evolution, as discussed earlier.

The Evolutionary Metaphor: A Mirror of Business Management

Over more than thirty years of accompanying innovation processes, we have observed how different management styles coexist and compete in a constantly changing business world. Faced with the emergence of artificial intelligence and the accelerated transformation of society, not all companies respond in the same way. That is why we propose an evolutionary metaphor with three management archetypes: the Enterprisaurus, the Tortusarian, and the Lynxarian. More than caricatures, they are a mirror in which each reader can recognize themselves and reflect.



The Enterprisaurus: the guardian of a past that will never return

The Enterprisaurus is the dinosaur-like business leader, nostalgic for a time when certainties seemed immovable. Clinging to obsolete models, they deny the urgency to transform and experience every advance as a threat. Their recurring phrase might be: “We’ve always done it this way.”

Paradoxically, many Enterprisauruses are still alive and even achieve a certain level of success—but at a high cost, both personally and for their teams. Every attempt at change becomes a conflict; every step forward turns into a source of stress. When faced with AI, the Enterprisaurus views it with suspicion, as if it were a passing fad or a risk best kept at a distance.

Some phrases that reveal an Enterprisaurus:

- “Customers come to us—our product sells itself; marketing is a cost we can do without.”
- “I don’t have time for personal problems; you should come to work having already cried at home.”
- “If it isn’t broken, don’t fix it. If it works, don’t touch it.”
- “Let’s keep our feet on the ground.”

- “It’s take it or leave it.”
- “You have no idea—just do what I tell you. Keep your innovations at home.”
- “I can get that for half the price.”
- “We’ve always done it this way.”
- “Leave it, I’ll handle it myself—you’re useless.”
- “I don’t give a damn—figure it out and solve the problem.”

Enterprisaurus Leadership Style

1. Traditional autocratic leadership

- Centralizes decision-making and does not trust the autonomy of the team.
- Bases authority on accumulated seniority (“I’ve been in this industry for over 30 years”).
- Believes control and hierarchy are the keys to order.

Consequence: teams lose motivation, innovation, and a sense of belonging. This style only works in very stable environments and becomes dysfunctional in the face of digital transformation or AI.

2. Bureaucratic Leadership

- Relies on rules, procedures, and routines.
- Values form over substance (“this is how things are done because they’ve always been done this way”).
- Is reluctant to take risks or modify structures..

Consequence: it slows down agility and innovation. In a changing environment, this style becomes more of an anchor than a rudder.

3. Emotional Component: Leadership Through Fear or Control

- Tends to create a culture of fear of making mistakes.
- Prefers obedience over creativity.
- Teams adapt in order to “not cause trouble” rather than to propose ideas.

Result: high emotional burnout, low motivation, resistance to change, and talent attrition



The Tortusarian: the slow “acknowledger”.

The Tortusarian, by contrast, does recognize that the world is changing. They are aware that innovation is inevitable, but their response is slow and hesitant, trapped in bureaucracy and fear of making mistakes. They are afraid to move ahead, worried that innovating will come at a high cost. They overanalyze, postpone decisions, and when they finally act, the market has

already moved in another direction. Their results may be acceptable, but never transformative.

When it comes to AI, their perspective is limited to thinking about how to cut costs or reduce headcount, losing sight of the opportunity to free up talent, boost creativity, or improve collective well-being. They and their teams live in a constant

state of tension—trapped in slowness and bureaucracy, firefighting all day long, and frustrated by not reaching the potential they sense is within reach.

Some phrases that reveal a Tortusarian:

- “Wait, we need to review this calmly.”
- “Fast is the enemy of good.”
- “We can’t skip any procedures.”
- “Nothing starts until we have final approval.”
- “Let’s hire the same consultants we’ve always used.”
- “The AI built into Office is enough for us.”
- “Once we finish this analytics project, we’ll start with AI.”
- “The data belongs to IT—they’ll handle the AI.”
- “How many employees can I get rid of with this AI?”

Tortusarian Leadership Style

1. Bureaucratic or transactional leadership

The Tortusarian tends to follow established rules, processes, and systems. They seek security in what is familiar and measure success using traditional indicators. This approach reinforces their slowness and keeps them “compliant,” but not transformative.

Consequence: it maintains stability, but blocks innovation.

2. Autocratic Leadership (Moderate)

Although not always authoritarian in tone, fear of losing control leads them to centralize decisions. They prefer to decide

themselves—even if slowly—rather than delegate or experiment.

Consequence: teams become demotivated and adopt the same passivity.

3. Poorly Applied Situational Leadership

The Tortusarian attempts to adapt but remains stuck in the analysis phase. They understand that change is necessary, but do not act with the agility the environment requires—except when cost savings are involved.

Consequence: they become an “observer of change” rather than an agent of change.



The Lynxarian: the necessary evolution

The most advanced stage is that of the Lynxarian—the business leader who continuously evolves and adapts, understanding that real transformation does not depend solely on technology, but on the confluence of the human, the sustainable, and advanced technology. This type of confluent leadership recognizes AI as an ally to free up time and enhance

capabilities, not merely as a tool to replace people. It builds cultures of trust, fosters collaboration, and commits to business

models where economic performance is balanced with social and environmental sustainability.

The Lynxarian does not merely survive change; they turn it into a source of purpose, innovation, and shared well-being. In this figure, we see the possibility of a more agile, conscious organization—one that is deeply connected to the challenges of our society.

Some phrases that reveal a Lynxarian:

- “We’re starting the first pilot this week.”
- “I’ve already completed my first AI course for executives.”
- “Staying up to date with AI is like checking the balance sheet every day.”
- “Every area of the company must use AI.”
- “We need to embed an AI culture into the company’s DNA.”
- “All employees empowered by data.”
- “If we’re not capturing all legally possible data, we’re missing opportunities.”

Lynxarian Leadership Style

1. Confluent leadership

he confluent leadership practiced by the Lynxarian means flowing together with other elements, or enabling the convergence of different currents into a common point, generating integration and fusion. A confluent leader therefore combines diverse perspectives to adapt dynamically to change, fostering collaboration and creativity.

Confluent leadership is a new leadership paradigm, designed for the era of Artificial Intelligence and robotics, and it fits the Lynxarian perfectly. It is distinguished by its ability to go beyond operational reactivity and embrace strategic anticipation, developing a future-oriented vision that allows challenges to be foreseen and addressed before they become crises. This leadership model rests on four interconnected pillars:

Fluidity and adaptability: Inspired by the metaphor of converging rivers, it involves the wisdom to discern when to apply a specific strategy, when to be empathetic, when to drive innovation, and when to lead with firmness—adapting to changing circumstances.

Human–technology integration: It is not just about adopting technology, but about deeply understanding how it interacts with the human dimension of leadership, applying AI, robotics, and automation while always maintaining a human-centric, ethical, and culture-aware perspective.

Connection and purpose: It focuses on creating positive impact within the organization, in society, and on the planet, aligned with sustainable models and the Sustainable Development Goals (SDGs) that fit the company’s mission.

Strategy and systemic vision: It goes beyond internal management, considering how organizational decisions affect the global ecosystem, and focuses on identifying emerging trends and creating long-term value.

A Mirror and a Roadmap

This metaphor is not intended to point out winners or losers, nor to decree the total disappearance of one type or another. In fact, Enterprisauruses and Tortusarians will continue to exist and may even achieve acceptable results—but they will do so at a high cost in terms of wear, burnout, and disconnection from the future.

The purpose of this book is to invite you to look at yourself in this mirror and recognize your current position. The challenge we face is not only technological; it is ethical, human, and cultural. That is why we argue that the Human Resources department must become the catalyst of this evolution. Only by handing the reins to the human dimension, can we face—with meaning, balance, and vision—the challenges that artificial intelligence is already imprinting on our companies and on our everyday lives.